

# AMARC

## ...A Diamond in the Desert

Supplement to the Desert Airman

Issue 7  
Feb. 6, 2004



## Commander's

**Colonel Lourdes Castillo**  
AMARC Commander

**"He that is everywhere is nowhere."**  
--Thomas Fuller, 17th Century Historian

Show me an organization where everything is top priority, and I'll show you an organization that has no priorities. Most of us have more work than we can hope to accomplish in any given week, making prioritization necessary.

But when priorities are unclear, people have the tendency to choose what to work on at random. In a simple organization, setting priorities can be easy. For example, when your business' survival depends upon making money, you can set priorities based on work that generates the most revenue or increases production. On the other hand, you may need to set priorities to reduce costs.

Sometimes someone else sets your priorities. When you have customers who are making requests, it's easy to prioritize based on the squeaky wheel. But the customer who yells the loudest is not always the one who generates the most revenue.

In a complex organization, you may have to systematically determine your priorities to address these and other competing requirements. My rule of thumb has always been, 1) *mission*—with safety always, 2) *revenue*—which includes getting products out the door, and 3) *cost-reduction*. These may vary slightly depending upon the individual situation.

The foremost benefit of a clear set of priorities is that everyone can move ahead in a meaningful way at all times. The members of the organization no longer have to guess about what to work on first. The opportunities for cherry picking are fewer, and it's obvious when cherry picking happens.

Doing this "priority balancing act" requires careful and thoughtful planning on how to spend your time and energy. And, in order to plan effectively, it's important to know what your organization

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Corner



Tech. Sgt. Jeremiah Erickson

The Aerospace Maintenance and Regeneration Center stepped forward in its parts and component reclamation capabilities January 27 with the opening of the new Aircraft Parts Reclamation Facility. According to AMARC Commander, Colonel Lourdes Castillo (second from right), "the new facility allows AMARC to enhance its commitment to adapt, be flexible, and to integrate and acquire modern technology in a way that simultaneously serves taxpayers and our military." Represented at the ribbon cutting ceremony were individuals involved in the project, including Mr. James Pennino (second from left), Command Civil Engineer, Air Force Materiel Command, Captain James DeLapp (right), Commander for Arizona U.S. Army Corps of Engineers, and Mr. John Sundt (left), Vice President, Sundt Construction, Inc. Local community leaders and friends of AMARC were present as well.

## Improving warfighting capabilities

**By Greg Hofacre**  
AMARC, Transformation Officer

In a world of change, the Air Force is rapidly responding and answering to a revolving worldwide security and technology driven environment. Planning for the future across the Department of Defense starts today.

The transformation process is looking and finding ways to meet today's demands and position itself for the future to best support the nation's warfighting capabilities.

Secretary of Defense, Donald Rumsfeld in his January 2002 speech to the National Defense University said, "Preparing for the future will require us to think differently and develop the kinds of forces and capabilities that can adapt quickly to new challenges and to unexpected circumstances. The ability to adapt is critical in

a world where surprise and uncertainty are the defining characteristics of our new security environment." His words contain not only the foundational principle of transformation but also its biggest challenge; the ability to quickly adapt to changing environments.

The leadership of Air Force Materiel Command and the Aerospace Maintenance and Regeneration Center have accepted this challenge.

In October 2003, AFMC launched two major improvement initiatives, in both of which AMARC has been an integral player. AFMC also launched a Depot Maintenance Business Process Review Team that has begun to develop the depot maintenance transformation framework.

In 2003, AMARC's organizational struc-

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## Over the Kolb bridge



Teresa Vanden-Heuvel

The Air Force's largest cargo plane, the C-5 Galaxy rolled across Kolb Road January 16 to make room for the newest C-5 arriving at AMARC. Over the past three months, AMARC employees reclaimed a long list of components from this aircraft. Each of the parts being pulled from the aircraft will be circulated back to the active C-5 fleet. The second C-5 arrived at AMARC January 22. A total of 11 C-5As are scheduled for retirement this fiscal year.

## Priorities

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considers important. Once you determine what is most critical, you should be able to see what short term goals, projects, or problems warrant attention first. Most importantly, this will point to where to invest your limited time and energy and you'll find yourself concentrating on the things that have the greatest impact upon the mission and purpose of the organization.

But what happens when well-established organizational priorities shift? In the midst of change, many people confuse "busywork" activity with results. Missing what is really important to long-term organizational growth and development, they allow themselves to get bogged down by short-term urgencies.

They allow the workload to run the organization instead of applying themselves to managing the organization's workload. Again, solid prioritization is the remedy to this dilemma.

The good manager realizes that the organization cannot do everything. The list of dreams that could be pursued might be lengthy. The number of improvements

that could be made to bridge performance gaps is countless. Searching and exploring to create tomorrow's workload and customers can uncover endless innovation possibilities. Choices must be made. Only by systematically taking the time to see and prioritize what is "forest" and what is "tree" can the organization stay on course during a time of change.

To get your organization's prioritization on track, try the "five finger rule." Simply stated, you should be able to realistically count on the fingers of one hand the number of honest-to-goodness, hot button tasks you must concentrate on at any one time. Then, systematically line up those few tasks in order of importance to your organization's mission success.

If you can successfully accomplish this much, your organization will be better off. In most situations, you'll find as many things you need to stop doing as you will actions you need to start taking. The key is to decide which undertakings are most critical and allocate resources accordingly.

Finally, keep in mind that in today's fast-changing world, most organizations' priorities will be as dynamic as the operating environment. Periodically review the priorities you have set to make certain that they are still the right ones and that you have them in the right order.

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# Transformation

Continued from Page 1

ture changed significantly as part of the AFMC enterprise transformation process.

The purpose was to more properly align resources to improve overall organizational effectiveness and specifically to enhance maintenance capacity. Several other initiatives are currently underway with new initiatives slated in fiscal year 2004.

Every level of AMARC's organization will be involved in process improvement efforts with the goal of providing the most reliable quality of goods and services to our customers.

Currently AMARC is developing a Production Support Cell concept which brings necessary resources down to the "fixer level" or the maintenance shop floor.

In the next two months, employees in the A-10 Wing Refurbishment Shop will go through a "lean event," where they will focus on the elimination of unnecessary or non-value added tasks built in the process.

The aim of this lean event is to reduce maintenance costs. A second wave of lean events is also on the horizon for the A-10 Modification Line, F-4 Drone Program and the AMARC aircraft/parts packaging and crating facility.

While AMARC personnel are currently providing outstanding support to its customers, Colonel Debra Matthew, AMARC Senior Individual Mobilization Augmentee, has reinforced that there is always room for improvement.

For the people of AMARC,

transformation means taking those actions necessary to remove barriers to effective operations and implementing improvements to enhance the same.

AMARC's continuous goal is to improve production processes and provide responsive, predictable, and affordable products and services.

"You have a choice. You can either create your own future or become the victim of a future that someone else created for you. By seizing the transformation opportunities, you are seizing the opportunity to create your own future," said the



2nd Lt. Daniel King

AMARC's extensive involvement with transformation will include each level of the AMARC organization. The overall goal of transformation across the Department of Defense and at AMARC is to find ways to meet today's demands and be prepared to best support future warfighting capabilities.

Director of the Department of Defense Office of Force Transformation, Arthur Cebrowski.

AMARC is seizing the opportunity that the transformation process presents in ensuring AMARC continues to meet the demands of today's warfighters, as well as forging its future in meeting the needs for tomorrow.

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